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United States
Department of
Agriculture

**Forest
Service**

Southwestern
Region

A Vision of Excellence and Public Trust

Southwestern Region Employees, Volunteers, and Partners:

Gifford Pinchot, First Chief of the Forest Service.

"Caring for the Land and Serving People" summarizes our vision of the Forest Service mission for the National Forests and National Grasslands. Individually and collectively, we are the Forest Service in the Southwestern Region. We are responsible for providing quality resource management and protection, and quality service to the public and each other. We should serve professionally, ethically, honestly, and with integrity to maintain public trust and we should have fun doing so.

In 1985, we created a regional vision and established eight direction statements to guide us through the remainder of the '80s. The 1990s are nearly upon us. It's time that we examine our progress and update our vision and direction. We can be proud of our accomplishments, particularly in the areas of personal growth, streamlined processes and quality results.

Before looking to the future, it's important that we look to the past for perspective on where we are headed. Our first Chief, Gifford Pinchot, reminded us ". . . National Forests exist today because people want them . . ." In meeting the daily challenges of land stewardship and public service, our predecessors adopted values and traditions that gave us a legacy for dealing effectively with continual change. Their contributions reinforce our mission, strengthen our

organization, and give purpose to our strivings. Our greatest strength continues to be the dedication and contributions of all our people.

Together, we can link our past to the future by tying our predecessors' legacy to the contributions we make in our individual assignments. Together, we can build a diverse workforce in a work environment that promotes effectiveness and encourages creativity. Together, we can have a sense of personal accomplishment and feel good about our organization and our mission. Greater accomplishments lie ahead.

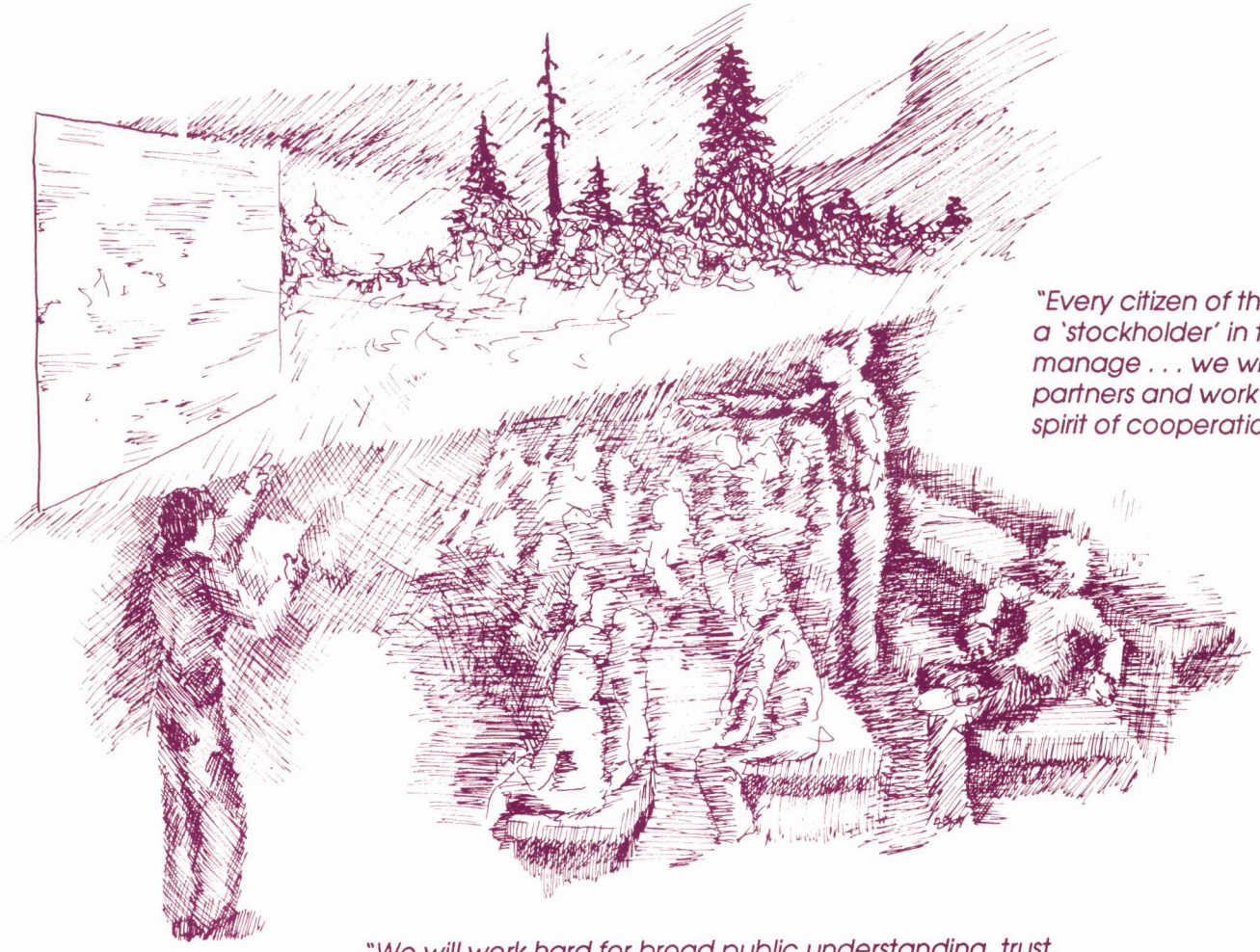
We should be proud of the eight direction statements we have shaped; they have served us well. As we recognize our accomplishments and observe trends around us, we sense the need to keep our direction current, dynamic, and alive. The following is an update of our direction. Each direction statement includes a vision statement, a focus on components of the vision, and a context for the vision. Our challenge is to search them and ponder their meaning. Each of us should ask: What do I need to do to help? What must I change? What is my commitment? These eight direction statements are the framework for our future of excellence in "Caring for the Land and Serving People."

David F. Jolly
Regional Forester
Southwestern Region

CARING FOR THE LAND
SERVING PEOPLE
R3
FOREST SERVICE

A Vision of Excellence . . .

and Public Trust



"Every citizen of the United States is a 'stockholder' in the lands we manage . . . we will support our partners and work with them in a spirit of cooperation . . ."

"We will work hard for broad public understanding, trust, and confidence in what we do."

Our Vision

We are a Region where each of us contributes to increasing support and trust with our publics and elected officials.

We:

- aggressively seek public participation by listening, learning, and responding to their needs, desires, and concerns.
- individually negotiate resolution of conflict through open, face-to-face communication with those interested in our management of their resources.
- empower ourselves to communicate with the media and elected officials.
- actively engage new partnerships with public interests.
- initiate communication with our forest users and participate in community affairs.

The nature of our work lends itself to controversy due to many competing, often incompatible user demands. Therefore, internal and external communication will continue to increase in importance. We must recognize and respond to the public's desire to participate in resource management decisions and work.

public trust

". . . strive to make each person's work interesting, challenging, rewarding and fun — more than just a job!"

". . . by people who know their jobs and do them well."

Our Vision

We are a Region where employee growth and potential are achieved through training, development, and a personal commitment to improvement.

We:

- recognize quality supervision as a vital ingredient for developing a productive, healthy, and dynamic workforce.
- are known for our positive work ethic and personal accountability.
- foster a healthy, safe, drug-free work environment for learning and enriching career and personal life.
- provide an environment where education and skills are gained as a shared responsibility of the employee and the organization.
- accommodate family and personal needs in making career and daily assignments.
- provide a management-led employee development program to meet changing technology, knowledge, and society's values.

Shared information and a healthy work environment allow employees to achieve their potential. Our partnerships locally, nationally, and internationally promote growth for our employees and build cooperative relations. People need an environment for self-actualization. We are making progress but more must be done to realize full human potential. The Forest Service needs employees who are continuously improving and learning to keep up with a changing society.

personal growth

"Every individual is important in achieving the overall mission of the Forest Service."

"We will have a workforce that better reflects the national diversity . . . We will keep our employees informed and promote a strong sense of purpose."

Our Vision

We are a highly skilled, diverse workforce of women and men of various cultural and ethnic backgrounds.

We:

- value diversity as a means to enhance communication, decisions, and service.
- are representative of the population and provide career opportunities, support systems, and challenges for all employees.
- respect the knowledge, skills, abilities, values, and greater insights achieved through a diverse workforce.
- provide recognized leadership in resource management through the collective energies, experiences, and cultures of a diverse workforce.

We have not yet achieved such a workforce. We have far to go to achieve a workforce reflective of our society. The value of workforce diversity goes beyond organizational benefits to fulfilling a societal doctrine of fairness. Management responsibility, individual commitment, and affirmative action will move us toward achieving diversity as agreed to in our affirmative action plans.

valuing diversity

"The Forest Service is a leader in the conservation and wise use of the Nation's forests and rangelands."

Our Vision

We are a productive workforce — proud of what we do and how well we do it.

We:

- exhibit professional behavior of honesty, integrity, ethics, and respect for one another.
- match individual interests, skills, and abilities with the work to be performed.
- recognize and reward professional behavior and performance in day-to-day routine tasks, as well as for special acts and projects.
- encourage and reward participation in civic, trade, and professional organizations that reflects positively on each of us and the Forest Service.
- enjoy a work environment where employees are part of a team, empowered to be highly innovative, confident, and abreast of emerging technologies.

The success enjoyed by the Forest Service results from the professional behavior, honesty, integrity and high ethics displayed by all its employees. We promote these values to improve the level of mutual respect and trust.

professionalism

". . . values that have stood the test of time — conservation leadership, public service, responsiveness, integrity, a strong land ethic . . ."

". . . our opportunity as individuals to help protect and manage forests and rangelands for this and future generations."

Our Vision

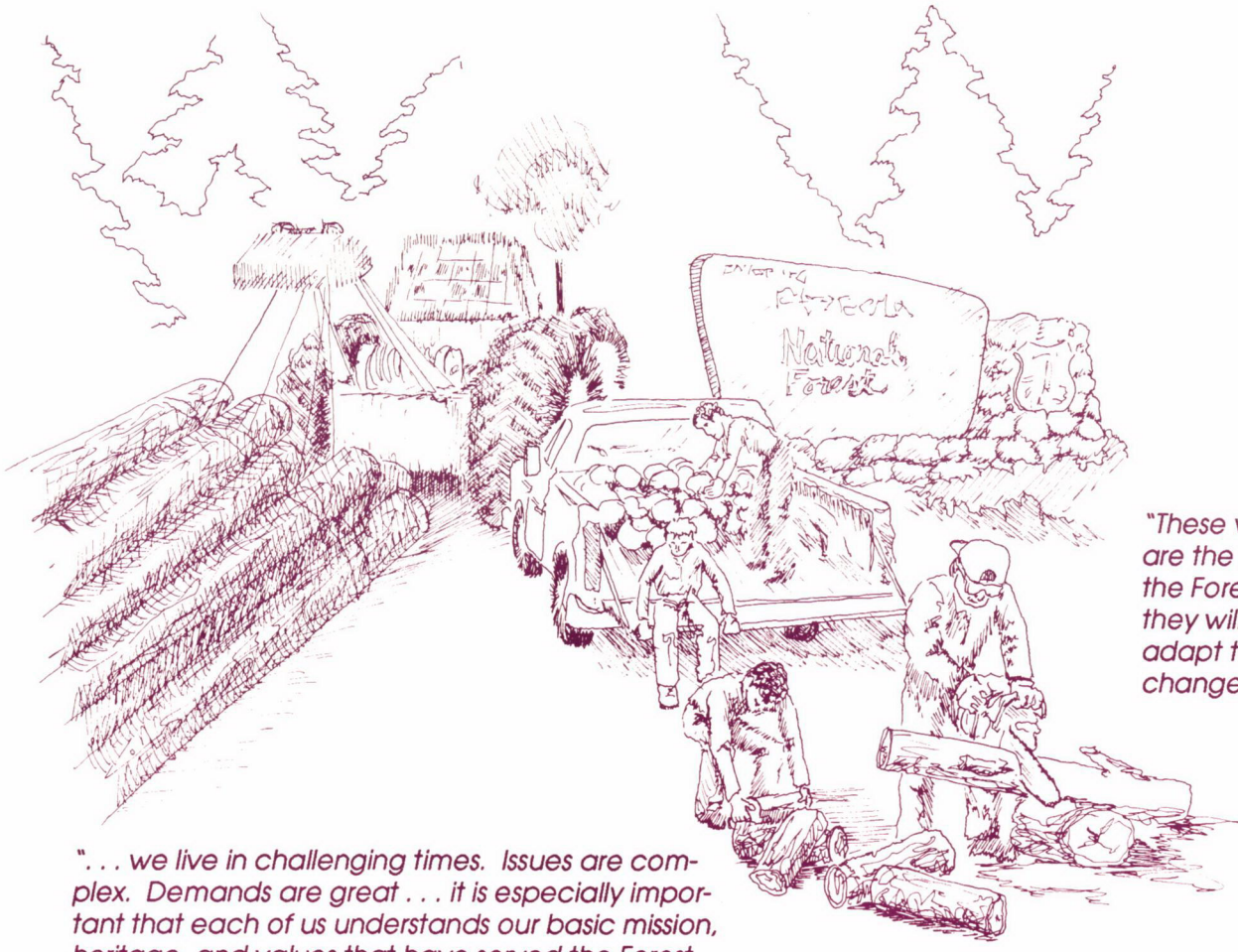
We are proud of and value leaders that provide quality natural resource management.

We:

- attract dedicated women and men of high character and potential with diverse backgrounds.
- draw upon the knowledge, skills, and technologies of others and develop and market our own.
- value innovation, shared responsibility, and open exchange of information.
- recognize accomplishments of leaders in all aspects of resource management.
- care about our role in management of natural resources for the benefit of the global community.
- prepare leaders to be on the leading edge of resource management demands.
- believe all of our people share responsibility for leadership regardless of official position.

Forest Service people have been recognized and sought as natural resource management leaders. Trends indicate that we must continue to be highly responsive and adaptable.

resource leadership



"These values and principles are the bedrock on which the Forest Service stands — they will support us as we adapt to, and thrive on, change and challenge."

". . . we live in challenging times. Issues are complex. Demands are great . . . it is especially important that each of us understands our basic mission, heritage, and values that have served the Forest Service so well."

Our Vision

We make tough choices with limited resources to accomplish priority and quality work.

We:

- selectively choose quality over quantity in setting priorities.
- consult with others in making difficult decisions.
- seek balance between requirements of our work and welfare of people.
- are confident and successful because we enjoy freedom in the work environment and are empowered to contribute.
- evaluate accomplishment of high priority items to ensure best use of our limited time and resources.

Dollars and personnel will continue to be limited. Competing demands for natural resources will continue to increase in volume and complexity. We must be mindful that acceptable quality does not necessarily mean perfection.

Quality Choices

"We are committed to wise use and balanced consideration of all these natural resources."

"We appreciate the beauty and bounty of these lands. We will keep them healthy and productive. We will keep the air and streams clean and the fish and wildlife abundant."

Our Vision

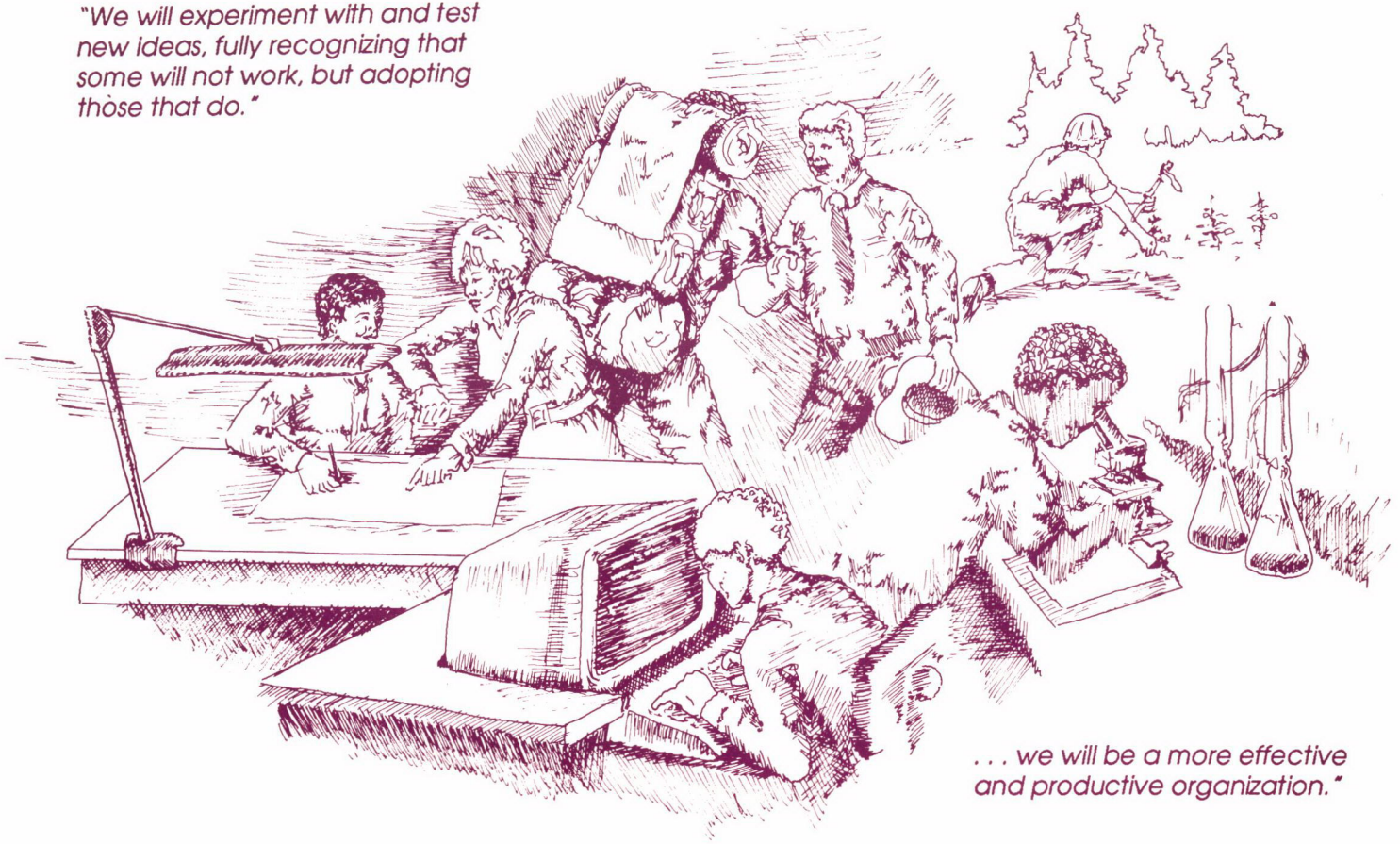
We provide healthy and productive forests and grasslands through implementing forest plans.

We:

- implement forest plans at a rate that achieves balance for the 10-year period.
- use integrated resource management to implement and amend forest plans.
- work in partnership with the public, other agencies, and use research results to implement and monitor plans.
- apply appropriate uniformity and consistency in response to identified priorities, objectives, and public needs.

We recognize through our forest plans that management of ecosystems requires awareness and consideration of relationships between people, plants, animals, soil, water, air, and other environmental factors. Ecosystems and people's desires are dynamic and forest plans must be developed and amended in partnership with citizens and other governmental interests to reflect a balanced, cooperative approach to management.

"We will experiment with and test new ideas, fully recognizing that some will not work, but adopting those that do."



. . . we will be a more effective and productive organization."

Our Vision

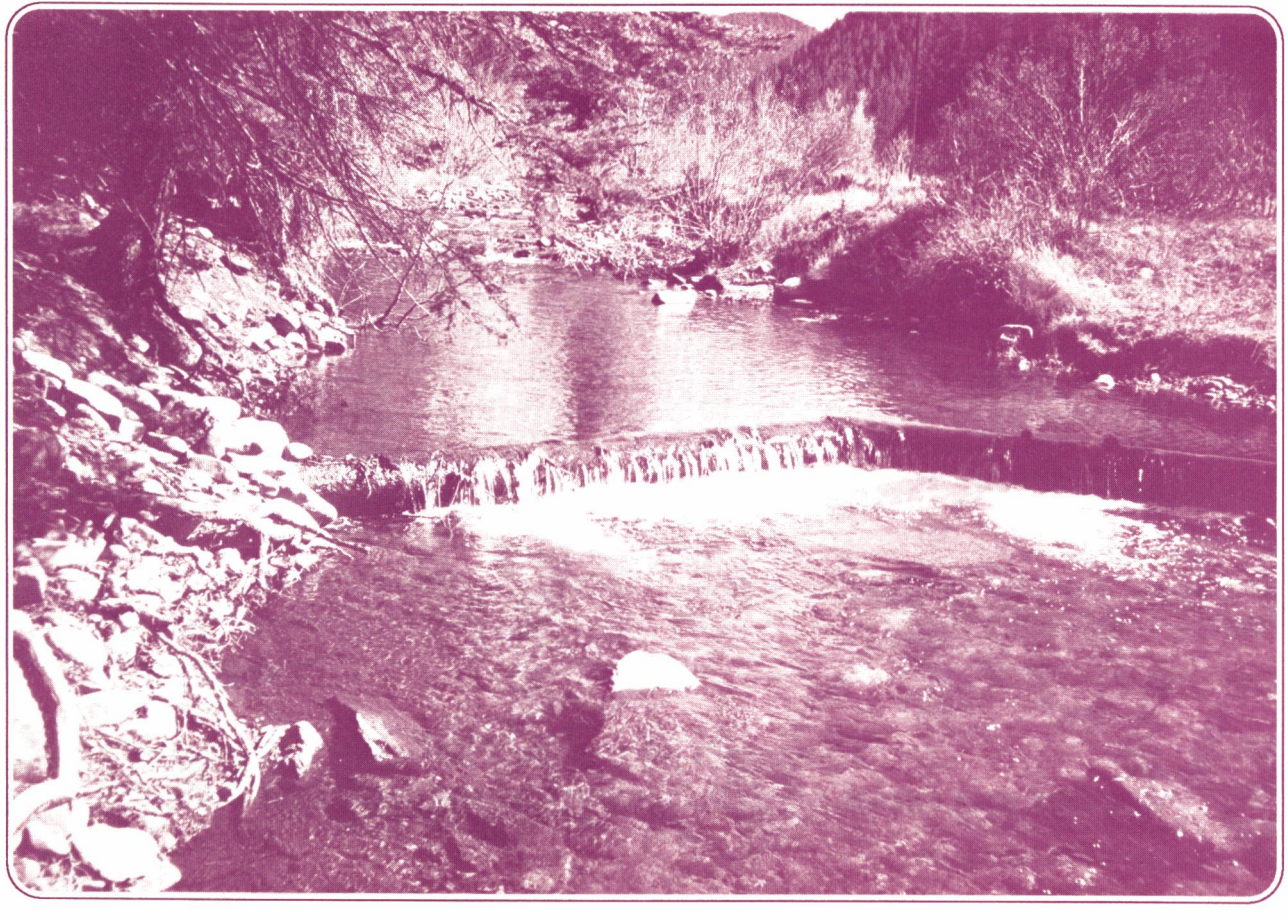
We have creative and efficient organizations at all levels that provide quality resource management and public service.

We:

- provide an environment for open-mindedness and flexibility necessary to foster innovation and creativity.
- move quickly into state-of-the-art technology and techniques that facilitate networking, innovation, and team management.
- provide resources at the district level to deliver public service and quality resource management.
- organize to respond to priority work demands.
- delegate maximum authority and responsibility to the appropriate level.

efficient organizations

Current trends indicate that budget and personnel will continue to be limited. We must develop the most effective, innovative organizations possible to provide more resources to the ranger districts.



You

Make A Difference